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ABSTRACT

The Organizational Communication Profile (OCP) provides a way to survey organization member attitudes, perceptions, expectations, and degree of satisfaction with the manner in which information is handled within the organization. Although the OCP is relatively easy to administer and interpret, the instrument has a complex design and provides information about the overall functioning of the organization. The OCP measures the following variables: (1) communication climate, (2) organizational satisfaction (the core variable), (3) media quality, (4) information accessibility, (5) information load, (6) information dispersion, (7) message fidelity, and (8) organization culture. In organizational development (OD), diagnosis is a critical function involving the collection, analysis, and feedback of organizational data. The OCP represents an inexpensive and efficient method for gathering this information, which can serve as the basis of a wide variety of OD interventions, the most common of which is survey feedback. (Scoring and normative data on each variable are included, along with supplementary tables and an OCP questionnaire.) (JD)

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Try Out a New OD Approach: Measuring Climate and Communication with the Organizational Communication Profile

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TRY OUT A NEW OD APPROACH:

Measuring Climate and Communication with the

ORGANIZATIONAL COMMUNICATION PROFILE

INTRODUCTION

Organization development (OD) is widely regarded as a process designed to influence the overall progress of an organization toward higher productivity and the integration of human resources into a satisfying mix of organizational effectiveness and interpersonal well being.

Organizations use human, physical, and technological resources to accomplish their goals. To use these resources, organization members must share information and make decisions. The process by which individuals interact, share, and cooperate is called communication. While effective communication does not guarantee an efficiently operating organization, ineffective communication creates a condition that virtually precludes organizational efficiency.

Organizations owe their very existence to communication; it is through communication that efforts are coordinated and resources are used to accomplish goals. Organizations are efficient to the extent that they achieve their goals, provide satisfaction for their members, and develop their capacity to survive in the future within the limitations of their resources. Communication is the central process that allows for success to occur.

Of primary concern to understanding organizational communication are such matters as where a person gets information, who receives the information, how available the information is, how accurate

the information is, how much information someone gets, what the quality of the media is by which the information is distributed, what the climate is in which information is shared, and what the culture of the organization is.

The Organizational Communication Profile (OCP) provides a way to survey organization member attitudes, perceptions, expectations, and degree of satisfaction with the manner in which information is handled in the organization. The OCP is a written questionnaire that is relatively easy to administer and interpret, although the total process of designing and verifying the instrument was more complex. Nevertheless, the OCP provides information about the overall functioning of the organization that may help confirm strengths and verify problems.

OCP VARIABLES

The OCP measures eight variables as defined below:

1. Communication Climate: Perceptions of organization characteristics such as policies, work assignments, compensation, upward mobility, co-workers, and supervisors in terms of how they demonstrate that the organization trusts, supports, is open to, attends to, actively consults, and has a concern for high standards and challenging work.

2. Organizational Satisfaction: Perceptions that organization members have about various aspects of the organization and the positions they occupy in the organization, including the work itself, supervision, pay and benefits, promotions, and co-workers in terms of how satisfied they are with them.

3. Media Quality: The extent to which publications, written directives, reports, and other media are viewed as appealing, appropriate, efficient, and reliable.

4. Information Accessibility: The extent to which organization members feel that information is available to them from a variety of sources in the organization.

5. Information Load: Perceptions of the extent to which organization members feel they receive more information than they can cope with or less than they need to function effectively.

6. Information Dispersion: The extent to which a message is dispersed among organization members, or who knows something about a specific message.

7. Message Fidelity: Perceptions of how many bits of information an organizational member knows regarding a message.

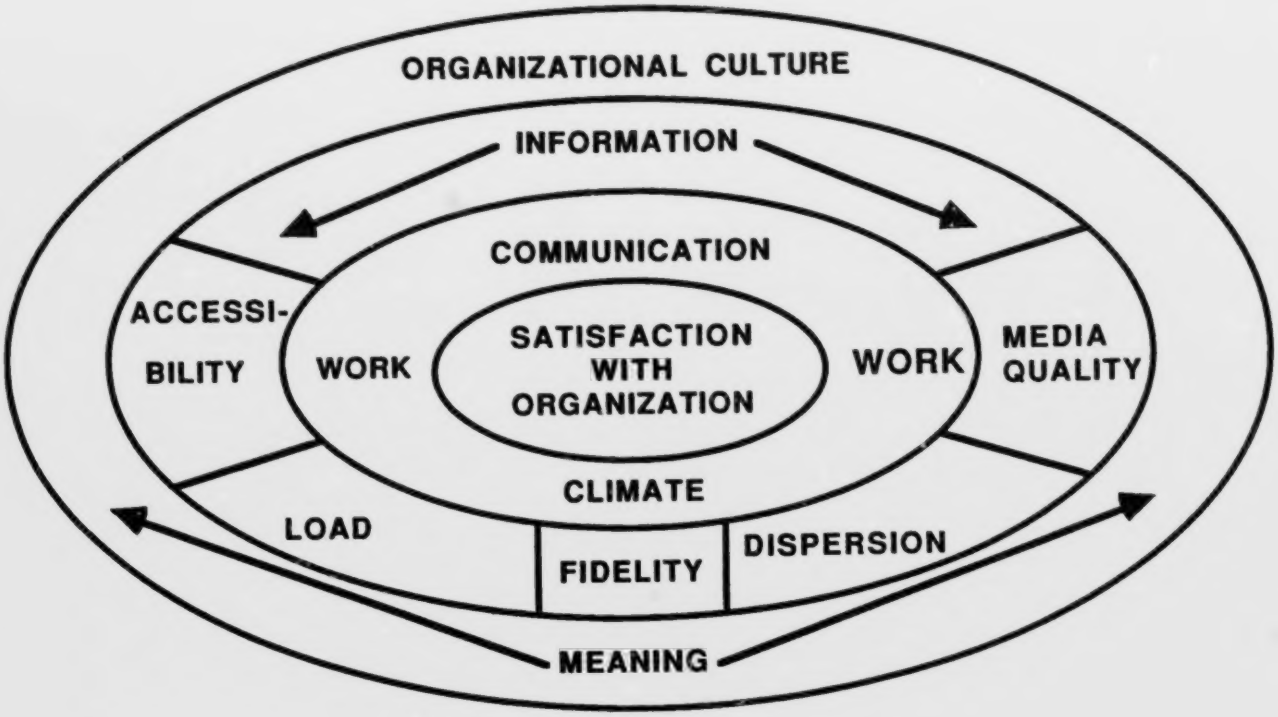
8. Organization Culture: The image that organization members have of the total organization; the meaning that organization members have for their workplace.

MODEL OF ORGANIZATIONAL COMMUNICATION VARIABLES

The model of Organizational Communication as portrayed in the attached figure suggests that satisfaction with the organization is a core variable and implies, at least, that without satisfaction the members may not stay with the organization long enough to recognize the functioning of other variables. Surrounding or evolving out of satisfaction is the concept of communication and workplace climate, often associated with motivation and productivity. Then, issues having to do with information, including the media by

which it is distributed, its dispersion patterns, its accessibility and load, and its quality or fidelity are next in order. Finally, the integrative process referred to as culture, which both results from and endows meaning upon the organization, is portrayed as encompassing the entire process.

The OCP attempts to capture a sense of the status of the various variables of organizational communication, securing a snapshot of organization members responses at a point in time. The OCP is used effectively in a before and after photograph. The comparison tends to verify changes that may have occurred.



DIAGNOSIS IN ORGANIZATION DEVELOPMENT

In Organization Development, diagnosis is a critical function involving the collection, analysis, and feedback of data pertinent to organizational operations. Diagnosis is often a collaborative effort involving both management and employees along with those handling the data gathering. Effective diagnosis is vital to the selection of an appropriate intervention. The OCP focuses on a central feature of organizational functioning--communication. Although there are other organizational processes, communication can not be ignored.

As a questionnaire, the OCP represents the least expensive and one of the most efficient methods of gathering data for organizational diagnosis. To minimize one of the weaknesses of a questionnaire--limiting respondents to only issues addressed in the questionnaire--a free response section is included as the final item in the OCP.

INTERVENTIONS ASSOCIATED WITH OCP DATA

Data about organizational communication may serve as the basis of a wide variety of OD interventions, although Survey Feedback is one of the most common. As a survey instrument, the OCP is fully amenable to process consultation procedures that involve gathering and feeding information back to client groups. Team building, intergroup interface sessions, third-party peacemaking, organizational mirroring, socio-technical systems procedures, and contemporary problem solving interventions can be used following OCP data-gathering and analysis. Specific interventions that

focus on structural changes to influence information flow, to increase interaction and communication, and to confront and resolve differences all find their base in OCP data.

The OCP is grounded in communication theory and focuses on THE central human process in organizations. It provides data about perceptions and practices that affect nearly all other processes relevant to effective and efficient organizational functioning. Nevertheless, the OCP does not do everything, but it can reveal a great deal about organizational communication.

SCORING AND NORMATIVE DATA

1. COMMUNICATION CLIMATE

Communication Climate Variable Scores

A. Trust--To calculate the Trust Score, sum numbers 4 and 10 on each inventory and divide by 2. This is an individual score. To calculate an organizational Trust score sum all the inventories and divide by the total number of respondents.

B. Participative Decision Making--To calculate the Participative Decision Making score sum numbers 6 and 21 on each inventory and divide by 2. This is an individual score. To calculate an organizational Participative Decision Making score sum all the inventories and divide by the total number of respondents.

C. Supportiveness--To calculate the Supportiveness Score sum numbers 18 and 24 on each inventory and divide by 2. This is an individual score. To calculate an

organizational Supportiveness score sum all the inventories and divide by the total number of respondents.

D. Openness in Downward Communication--To calculate the Openness in Downward Communication score sum numbers 15 and 27 on each inventory and divide by 2. This is an individual score. To calculate an organizational Openness in Downward Communication score sum all the inventories and divide by the total number of respondents.

E. Listening in Upward Communication--To calculate the Listening in Upward Communication score sum numbers 12 and 31 on each inventory and divide by 2. This is an individual score. To calculate an organizational Listening in Upward Communication score sum all the inventories and divide by the total number of respondents.

F. Concern for High Performance Goals--To calculate the Concern for High Performance Goals score sum numbers 2 and 29 on each inventory and divide by 2. This is an individual score. To calculate an organizational Concern for High Performance Goals score sum all the inventories and divide by the total number of respondents.

Communication Climate Composite Score

To calculate the Communication Climate Composite score sum all 12 items and divide by 12. This is an individual score. To calculate an organizational Communication Climate Composite score sum all the individual scores and divide by the total number of respondents.

Communication Climate Normative Data

Variable	Mean	Low Mean	High Mean
Trust	3.29	2.20	3.65
Participative Decision Making	3.27	2.25	3.71
Supportiveness	3.19	2.52	3.49
Openness in Downward Communication	3.38	2.80	3.90
Listening in Upward Communication	3.35	2.84	3.88
Concern for High Performance Goals	3.43	2.69	3.76
Communication Climate Composite Score	3.31	2.97	3.60

2. ORGANIZATIONAL SATISFACTION

Organizational Satisfaction Variable Scores

A. Work Satisfaction--Sum numbers 19, 20, 25, and 32 on each inventory and divide by 4. This is an individual score. To calculate an organizational Work Satisfaction score sum all the inventories and divide by the total number of respondents.

B. Supervision Satisfaction--Sum numbers 1, 9, 14, and 22 on each inventory and divide by 4. This is an individual score. To calculate an organizational Supervision Satisfaction score sum all the inventories and divide by the total number of respondents.

C. Pay and Benefits Satisfaction--Sum numbers 3, 7, 16, and 17 on each inventory and divide by 4. This is an individual score. To calculate an organizational Pay and Benefits Satisfaction score sum all the inventories and divide by the total number of respondents.

D. Promotions Satisfaction--Sum numbers 8, 13, 23, and 26 on each inventory and divide by 4. This is an individual score. To calculate an organizational Promotions Satisfaction score sum all the inventories and divide by the total number of respondents.

E. Co-workers Satisfaction--Sum numbers 5, 11, 28 and 30 on each inventory and divide by 4. This is an individual score. To calculate an organizational Co-workers Satisfaction score sum all the inventories and divide by the total number of respondents.

Organizational Satisfaction Composite Score

The Organizational Composite Score--Sum the individual's responses to all 20 items and divide by 20. This average gives an individual Organizational Satisfaction score for each respondent. From the Organizational Satisfaction Composite Score sum all the individual Organizational Satisfaction scores and divide by the total number of respondents.

Organizational Satisfaction Normative Data

Variable	Mean	Low Mean	High Mean
Work Satisfaction	3.15	2.37	3.59
Supervision Satisfaction	3.42	2.82	3.98
Pay and Benefits Satisfaction	3.91	3.76	4.02
Promotions Satisfaction	2.71	1.92	3.29
Co-workers Satisfaction	3.61	2.98	3.95
Organizational Satisfaction Composite Score	3.36	2.78	3.70

3. MEDIA QUALITY

To calculate the Media Quality Score sum numbers 33, 34 and 35 on each inventory and divide by 3. This is an individual score. To calculate an organizational Media Quality score sum all the inventories and divide by the total number of respondents.

Media Quality Normative Data

Variable	Mean	Low Mean	High Mean
Media Quality	3.26	2.63	3.54

4. INFORMATION ACCESSIBILITY

To calculate the Information Accessibility Score sum numbers 36 - 43 on each inventory and divide by 8. This is an individual score. To calculate an organizational Information Accessibility

score sum all the inventories and divide by the total number of respondents.

Information Accessibility Normative Data

Variable	Mean	Low Mean	High Mean
Information Accessibility	2.97	2.66	3.21

5. INFORMATION LOAD

To calculate the Information Load Score sum numbers 44 - 51 on each inventory and divide by 8. Then subtract this score from the Information Accessibility score. This will give an information underload or overload score for the individual inventory. A minus (-) score indicates underload and a plus (+) score indicates overload. To calculate an organizational Information Load score sum all the Information Load scores and divide by the total number of respondents.

Information Load Normative Data

Variable	Mean	Low Mean	High Mean
Information Load	3.46	3.15	3.70

Information Accessibility Score	2.97
Minus Information Load Score	3.46
Underload	-0.49*

*a minus (-) score equals underload
a plus (+) score equals overload

6. INFORMATION DISPERSION

To calculate the Information Dispersion score, evaluate item 52 and determine who knew about the information and who did

not. This score is simply the percentages of the two responses to 52. To calculate this score divide the total number of respondents into the total of the responses in the following categories:

1. ____ I knew nothing about it.
2. ____ I knew something about it.

Information Dispersion Normative Data

Variable	Percentage of Responses
I knew nothing about it	71%
I knew something about it	29%

7. MESSAGE FIDELITY

The Message Fidelity Score for each respondent is his or her answer to item 53. This gives the percentage of what he or she knew about the message. The Organizational Message Fidelity Score is calculated by summing all of the answers to item 53 and dividing by the total number of respondents. This score is reported as a percentage of what the respondents knew.

Message Fidelity Normative Data

Variable	Percentage of Known Information
Message Fidelity	*

*No data--this is a new approach to measuring Message Fidelity.

8. ORGANIZATIONAL CULTURE

To calculate the Organizational Culture Score use only information collected from the timed test at the beginning of the

profile. This is a Szalay Associative Group Analysis technique. It helps determine the cultural meanings of members have about their organization. It is calculated in the following manner. Words listed are given weighted scores by order of listing--the first listing receives the greatest weight (the weights for the first ten listings are 6,5,4,3,3,3,3,2,2,1). The words and scores are then grouped into categories on the basis of similarity. These categories reflect the culture of the organization. Following is an example of this process.

SAMPLE DATA

In the box below write the name of your organization. As you are timed for one minute, write all the words that come to your mind when you think of your organization. Use only one word on each line.

PIPSQUEAK MARKET

6 1. Encouraging
5 2. Quality
4 3. Clean
3 4. Understanding
3 5. Good
3 6. Safe
3 7. Communicating
2 8. Service
2 9. Neat
1 10. Listening
1 11. Best
1 12. Secure
1 13. Helping
1 14. Growth
1 15. Caring

Thank you! You have completed this portion of the instrument. Do not turn the page until given further instructions.

The following word categories were selected from this sample data sheet:

Relationships

6 encouraging
3 understanding
3 communicating
1 listening
1 helping
1 caring

Worth

5 quality
3 good
2 service
1 best
1 growth

Environment

4 clean
3 safe
2 neat
1 secure

To calculate the percentage of importance of each category use the weights as follows:

Relationships: sum the weights of each word--this equals 15

Worth: sum the weights of each word--this equals 12

Environment: sum the weights of each word--this equals 10

Total the sums of all the weights. 37

Use the total to calculate the percentage of weights in each category.

Relationships: 15 37 = 41%

Worth: 12 37 = 32%

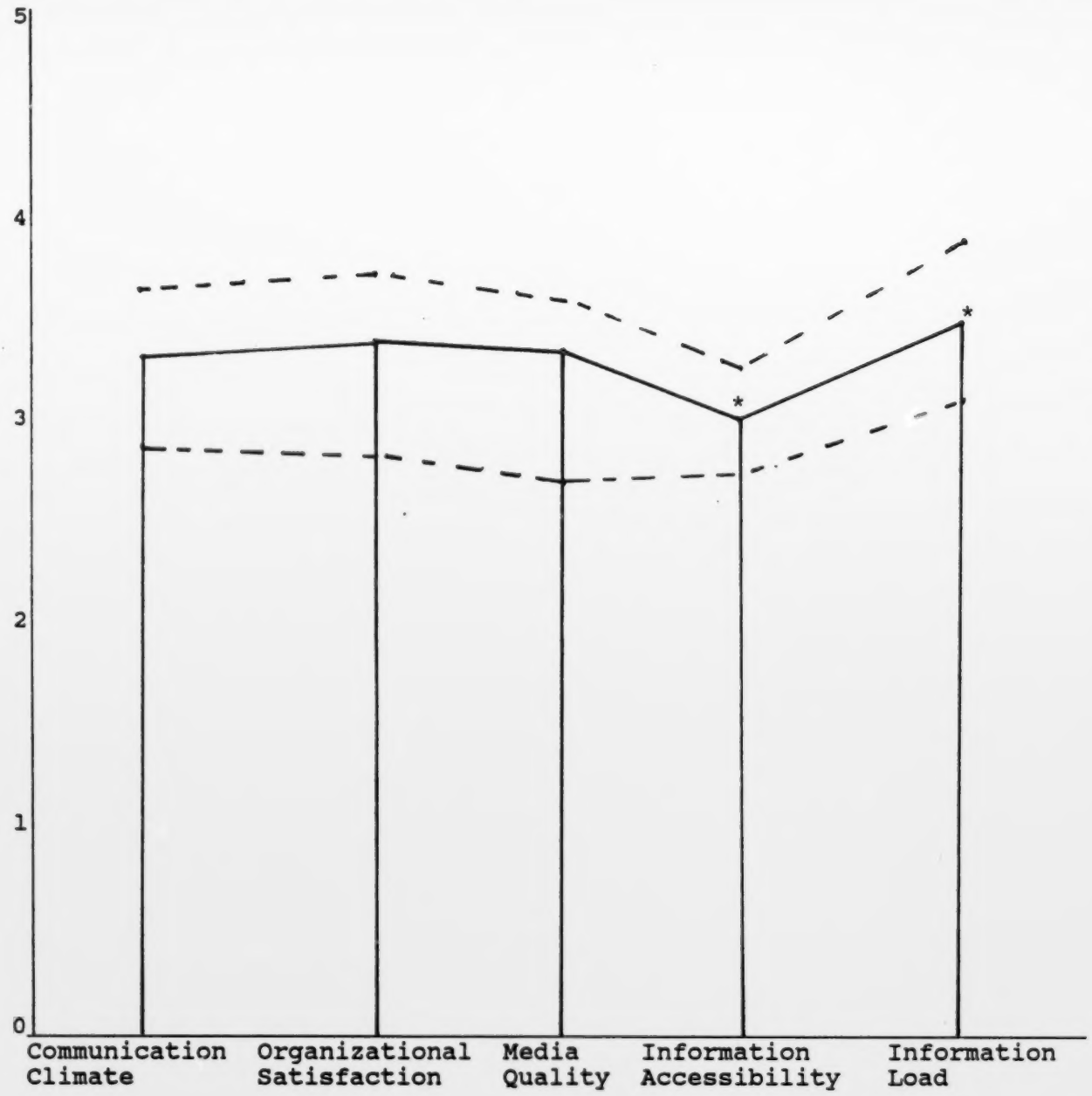
Environment: 10 37 = 27%

Organizational Culture Normative Data

There is no normative data in this category. The data varies from organization to organization. The data helps to explain the scores for all the other aspects of the profile. It also helps to describe the culture of the organization as it is seen by the organizational members.

ORGANIZATIONAL COMMUNICATION PROFILE

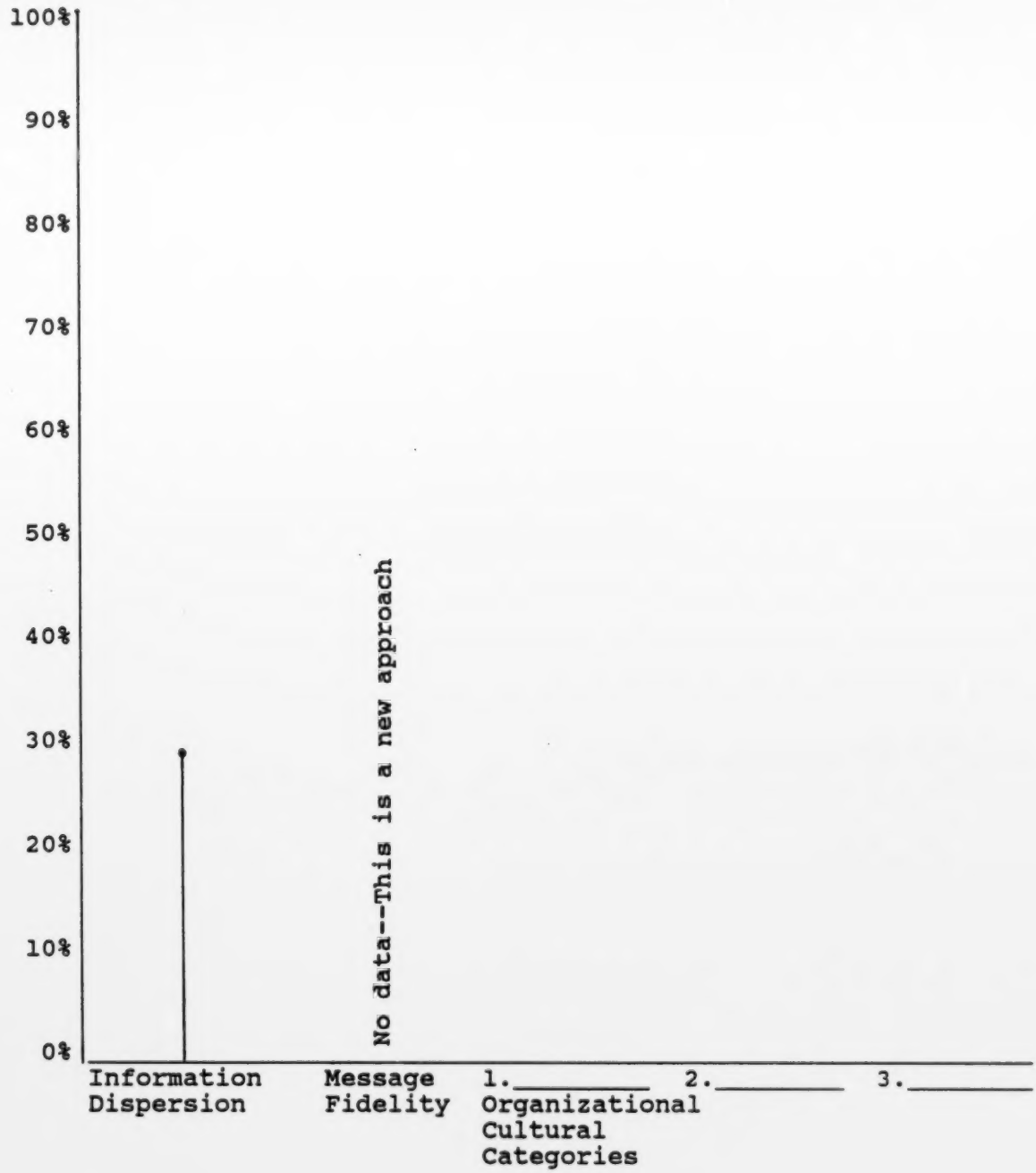
NORMATIVE DATA



*The difference between these two scores is an indicator of under or overload. In the normative data the indictor shows -.49 underload.

ORGANIZATIONAL COMMUNICATION PROFILE

NORMATIVE DATA



SPECIAL CONSIDERATION

Oftentimes organizational members are extremely frustrated by questionnaires. It is particularly difficult for participants when they can only give responses to specified questions. Therefore, we have included item 60 to give respondents an opportunity to really express how they feel. This data is usually very beneficial. It should be evaluated by grouping responses according to similar concern.

ORGANIZATIONAL COMMUNICATION PROFILE

BRENT D. PETERSON AND R. WAYNE PACE

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THE *ORGANIZATIONAL COMMUNICATION PROFILE (OCP)* INSTRUMENT IS AN APPROACH FOR SURVEYING ORGANIZATION MEMBER ATTITUDES, PERCEPTIONS, EXPECTATIONS, AND SATISFACTIONS SO AS TO PROVIDE INFORMATION ABOUT COMMUNICATION AND THE CLIMATE OF THE ORGANIZATION FROM THE POINT OF VIEW OF ORGANIZATION MEMBERS.

THE *OCP* FOCUSES ON SUCH ORGANIZATIONAL COMMUNICATION CONCERNS AS: COMMUNICATION CLIMATE, ORGANIZATIONAL SATISFACTION, MEDIA QUALITY, INFORMATION ACCESSIBILITY, INFORMATION LOAD, ORGANIZATION CULTURE, INFORMATION DISPERSION, AND MESSAGE FIDELITY.

BEFORE BEGINNING THE QUESTIONNAIRE WAIT FOR SPECIAL INSTRUCTIONS FROM THE FACILITATORS. THANK YOU FOR YOUR WILLINGNESS TO PARTICIPATE!

In the box below write the name of your organization. As you are timed for one minute, write all the words that come to your mind when you think of your organization. *Use only one word on each line.*

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____
9. _____
10. _____
11. _____
12. _____
13. _____
14. _____
15. _____

Thank you! You have completed this portion of the instrument. **Do not turn the page until given further instructions.**

Please respond to all questions as honestly and frankly as you possibly can!

Unless the wording of a particular item specifically indicates otherwise, respond in terms of your own impressions of this organization.

Indicate your response to each item by circling a number. PLEASE ANSWER EACH ITEM! Use the following instructions to interpret the meaning of the numerical symbols:

1 — Fill in this blank if the item is a false description of conditions in the organization.

2 — Fill in this blank if the item is more false than true as a description of conditions in the organization.

3 — Fill in this blank if the item is about half true and half false as a description of conditions in the organization.

4 — Fill in this blank if the item is more true than false as a description of conditions in the organization.

5 — Fill in this blank, if in your judgment, the item is a true description of conditions in the organization.

PLEASE, DO NOT ATTEMPT TO INTENSIVELY ANALYZE EACH QUESTION, AND — OF COURSE — YOUR RESPONSES SHOULD REFLECT YOUR OWN JUDGMENTS, NOT THOSE OF OTHER PEOPLE. THERE ARE NO RIGHT OR WRONG ANSWERS.

You may now begin. Thank you and good luck!

	False				True
1. Your supervisor disciplines with tact and does not try to embarrass you publicly.	1	2	3	4	5
2. Personnel at all levels in the organization demonstrate a commitment to high performance goals (high productivity, high quality, low cost).	1	2	3	4	5
3. This organization provides adequate pension plans and other special benefits.	1	2	3	4	5
4. Supervisors seem to have a great deal of confidence and trust in their subordinates.	1	2	3	4	5
5. Your co-workers generally do quality work.	1	2	3	4	5
6. Personnel at all levels in the organization are communicated to and consulted with concerning organizational policy relevant to their positions.	1	2	3	4	5
7. Your organization's policy concerning vacations is fair.	1	2	3	4	5
8. Your organization has no dead-end jobs — everyone has a chance to be promoted.	1	2	3	4	5
9. Your supervisor congratulates you when you do good work.	1	2	3	4	5
10. Subordinates seem to have a great deal of confidence and trust in their supervisors.	1	2	3	4	5
11. Your co-workers are good people and enjoyable to be around.	1	2	3	4	5
12. Information received from subordinates is perceived by supervisors as important enough to be acted upon until demonstrated otherwise.	1	2	3	4	5

	False				True
13. Your organization has a good system for evaluating your performance.	1	2	3	4	5
14. Your supervisor lets you know where you stand.	1	2	3	4	5
15. All personnel receive information that enhances their abilities to coordinate their work within the organization.	1	2	3	4	5
16. Your organization pays you well for the work you do.	1	2	3	4	5
17. Your organization provides adequate coffee and rest breaks.	1	2	3	4	5
18. A general atmosphere of candor and frankness seems to pervade relationships between personnel through all levels of the organization.	1	2	3	4	5
19. Your working conditions are as good as your organization could possibly provide.	1	2	3	4	5
20. Your organization provides you with every opportunity to gain a sense of accomplishment in your work.	1	2	3	4	5
21. There are avenues of communication available for all personnel to consult with management levels above their own.	1	2	3	4	5
22. Your organization provides you with plenty of freedom to work on your own and not be closely supervised.	1	2	3	4	5
23. Your chance for promotion is excellent if you do your best work.	1	2	3	4	5
24. All personnel are able to say "what's on their minds" regardless of whether they are talking to subordinates or supervisors.	1	2	3	4	5

	False				True
25. Your organization provides you with every opportunity to turn out quality work.	1	2	3	4	5
26. Your organization promotes qualified individuals on a regular basis.	1	2	3	4	5
27. Except for necessary security information, all personnel have relatively easy access to information that relates directly to their immediate jobs.	1	2	3	4	5
28. Your co-workers get along well with one another.	1	2	3	4	5
29. A high concern for the well-being of all personnel is as important to management as high performance goals.	1	2	3	4	5
30. Your fellow workers are supportive of one another and do their best to help one another.	1	2	3	4	5
31. Supervisors at all levels in the company listen continuously and with open minds to suggestions or reports of problems made by personnel at all subordinate levels in the organization.	1	2	3	4	5
32. Your work is interesting and it provides you with a challenge.	1	2	3	4	5
33. The communications sent out by the company help you identify with and feel a vital part of the company.	1	2	3	4	5
34. Company publications are interesting and helpful.	1	2	3	4	5
35. Written directives and reports from the company are clear and concise.	1	2	3	4	5

Instructions for Questions 36 through 51.

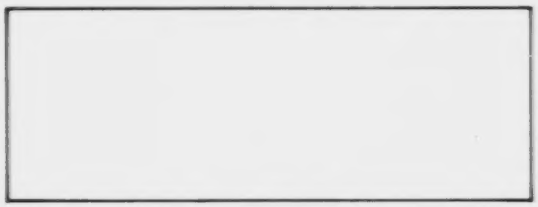
You receive information from various sources within the organization. For each source listed below, circle the number that best indicates the amount of information you are now receiving from that source.

Source of Information	This is the amount of information I receive now				
	Very Little	Little	Some	Great	Very Great
36. Your immediate supervisor	1	2	3	4	5
37. Co-workers/colleagues in your own unit	1	2	3	4	5
38. The "grapevine"	1	2	3	4	5
39. The manager of your immediate supervisor	1	2	3	4	5
40. Top management (executive management team)	1	2	3	4	5
41. Subordinates (if applicable)	1	2	3	4	5
42. Written communications (newsletters, memos, etc.)	1	2	3	4	5
43. Electronic communications (mail, video, telephone, etc.)	1	2	3	4	5

Now, circle the number that best indicates the amount of information you want to receive from that source.

Source of Information	This is the amount of information I want to receive Very Little	Little	Some	Great	Very Great
44. Your immediate supervisor	1	2	3	4	5
45. Co-workers/colleagues in your own unit	1	2	3	4	5
46. The "grapevine"	1	2	3	4	5
47. The manager of your immediate supervisor	1	2	3	4	5
48. Top management (executive management team)	1	2	3	4	5
49. Subordinates (if applicable)	1	2	3	4	5
50. Written communications (newsletters, memos, etc.)	1	2	3	4	5
51. Electronic communications (mail, video, telephone, etc.)	1	2	3	4	5

Prior to receiving this questionnaire, what did you know about the information in the box below?



52. Please check one: 1. _____ I knew nothing about it

2. _____ I knew something about it

If your answer to item 52 was "I knew nothing about it," you have completed this portion of the questionnaire. Proceed to question number 60.

If your answer to item 52 was "I knew something about it," then read the following message and circle the number following item 53 closest to the approximate number of information items you knew prior to reading the message.

MESSAGE

53.	1	2	3	4	5
	0-2	3-4	5-6	7-8	9-10

By what method did you receive the information in the message? Circle True (T) if you received the information by the method indicated. Circle False (F) if you did not.

54.	T	F	Memo
55.	T	F	Notice on bulletin board
56.	T	F	Personal letter
57.	T	F	Immediate supervisor
58.	T	F	Talking over the telephone
59.	T	F	Attending an organized group meeting or conference

60. Now if you would like, in the space provided below, state how you really feel about your organization. (Use 25 words or less.)

YOU ARE FINISHED!
THANK YOU VERY MUCH!

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